



The Effect Of Non-Physical Work Environment And Workload On Job Satisfaction Mediated By Reward At Pt Module Intracs Yasatama Cikarang

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ABSTRACT

This study aims to determine The Effect of Non-Physical Work Environment and Workload on Job Satisfaction Mediated by Reward at PT Module Intracs Yasatama Cikarang. Respondents of this study were 90 respondents and this study used a quantitative approach with the SmartPLS 3.0 data processing application. The results of this study found that 1. Non-Physical Work Environment has no effect on Job Satisfaction, 2. Workload has no effect on Job Satisfaction, 3. Reward affects Job Satisfaction, 4. Non-Physical Work Environment has no effect on Reward, 5. Workload affects Reward, 6. Reward as a mediating variable has a role in strengthening the effect of Non-Physical Work Environment on Job Satisfaction although it cannot be said to have a significant effect, 7. Reward as a mediating variable has a role in strengthening the effect of Workload on Job Satisfaction.

INTRODUCTION

The progress of a company cannot be separated from the importance of human resources (HR) in the company, where the human resources available in the company are one of the determining factors in every activity in the company. Human resources or employees are the most important factor in a company, because employees become planners, executors and controllers in realizing the goals of a company. As a supporting factor in the success of the company, employees have thoughts, feelings and desires that can influence their attitudes at work. The attitudes possessed by these employees will show their love for their work. This positive attitude or feeling towards the company is a form of satisfaction at work, and this job satisfaction is the result of various attitudes related to work. (Pareraway, Kojo, & Roring, 2018).

Table 1. Most Important Aspects Of Employee Job Satisfaction

NO	Aspects	Weights (%)
1	Valued by the Company	67%
2	Compensation and salary	63%
3	Other benefits	60%
4	Job Security	58%
5	Trust between employees and management	55%
6	Opportunities to use skills and abilities in the workplace	55%
7	Financial stability of the company	53%
8	Employee relationship with supervisor	53%
9	Feeling safe at work (which includes no anxiety about violence)	50%
10	Appreciation of ideas by supervisors	49%

Source : Glints, 2023.

Based on the Employee Job Satisfaction and Engagement Survey research conducted by the Society for Human Resource Management (SHRM) in 2016, there are 10 important things that contribute to employee job satisfaction. This research studied 43 aspects of work and 37 factors that influence it. These aspects and factors are being valued by the company (67%) which is the most important aspect in employee job satisfaction, compensation and salary (63%), job security (58%), trust between employees and management (55%), employee-supervisor relationship (53%), feeling safe at work (50%) and appreciation of ideas by supervisors (49%) (Juwita, 2022).

Currently PT Module Intracs Yasatama Cikarang, the level of employee job satisfaction is still very low, both directly and indirectly greatly impacting the company's goals. Morale also determines the success of the running of a company, so that the contribution of employees needs to be considered, so it is necessary to conduct in-depth research, to get to know more about employee desires in order to know employee job satisfaction. Researchers have done a little research first about the problems that exist in PT Module Intracs Yasatama Cikarang.

Table 2. Small Research Results Employee Job Satisfaction PT. Module Intracs Yasatama Cikarang

Statements	Yes	No
I felt satisfied with the work that was actually hard.	15%	85%
I like getting attention when I get the job done.	25%	75%

I feel happy when I get support from the superiors.	25%	75%
The workload given by the company is proportional to the rewards I receive	25%	75%
I enjoy working with my coworkers in a team.	43%	57%
I feel satisfied with the appreciation given when I am working	25%	75%

Source : Author's data, 2023.

A small study that has been conducted at PT Module Intracs Yasatama Cikarang shows that the sense of satisfaction possessed by employees can be said to be relatively low, this is shown in the percentage of answers given by employees who tend to say they are not satisfied or not happy at work, and from the table states 85% are not satisfied. Likewise, the lack of support from superiors, which states that only 25% feel supported by superiors, even a sense of pleasure at work and cooperation with new coworkers is 43%, so that more in-depth research needs to be done, this may also be due to a non-physical environment that is less conducive to work. The non-physical work environment at work greatly affects comfort and satisfaction in doing their work, and this is reflected in work enthusiasm, discipline, and high work performance, as researched by (Riant & Krisnandi, 2023) and supported by (Priyatin & Helmy, 2022) which states that the non-physical work environment affects job satisfaction.

Similarly, employees of PT Module Intrac Yasatama Cikarang, where employees feel a heavy workload such as more and more tasks or work that must be completed within a certain period of time will become a burden on employees at work as the results of research conducted by (Sufiyati & Cokki, 2021) who stated similar results. The workload given by the leadership causes fatigue and employees also feel a psychological burden, this causes a decrease in satisfaction with work and reduces productivity at work.

Seeing from the above problems, the authors take reward as mediation. The use of reward variables as mediation between the influence of the non-physical work environment and workload on job satisfaction can provide a more holistic understanding of the dynamics of the relationship between these factors. Reward is able to reflect recognition of individual contributions, provide positive incentives in the work environment, and moderate the impact of workload on job satisfaction. By detailing reward elements such as appreciation, recognition, and promotion, it is possible to measure the extent to which the influence of the non-physical work environment and workload interacts with individual perceptions of the rewards received. Thus, the reward variable can act as a glue that connects the influence of the work environment and workload with the level of job satisfaction, providing a more comprehensive picture and can be used as a basis for developing more effective management strategies in improving employee welfare.

Research conducted by (Apriyanti, Bahrin, & Fintahiasari, 2020) states that rewards have a positive and significant effect on job satisfaction by 60%. In addition, research conducted by (Foenay, Fanggidae, & Ndoen, 2020) also states the same thing that rewards have a positive and significant effect on job satisfaction. (Widyastiara & Silvianita, 2020) stated that the company has not provided rewards as expected by employees, such as in terms of leadership assertiveness and superior wisdom in making decisions and providing rewards that are not routine and not on time. Similarly, researched by (Siregar *et al.*, 2023) states that the reward system as an antecedent variable that affects employee job satisfaction, for this reason companies need to provide rewards that are in accordance with the abilities given by employees, therefore the authors take rewards as mediation.

LITERATURE REVIEW

Job Satisfaction

According to (Ayuhana, Syamsurizaldi, & Wandra, 2019), job satisfaction is a positive or pleasant emotional state resulting from an assessment of a job or work experience, job satisfaction can also be realized with good work environment conditions because this work environment is directly related to employees in completing the work that has been assigned to them. The higher the assessment of activities that are felt to be in accordance with individual desires, the higher the satisfaction with these activities (Kawiana, 2020). Job satisfaction indicators according to Hasibuan (2008) dalam Wati & Yusuf (2020) are as follows :

1. Job Enjoyment : Refers to the positive feelings or satisfaction a person feels towards their job, this includes several aspects such as personal satisfaction, interest, and a sense of accomplishment gained from the tasks performed.
2. Love their job : Refers to a positive and passionate attitude towards the work performed by an employee, this includes satisfaction, enthusiasm, and deep emotional involvement with work activities.
3. Work Morale : Refers to a set of values, ethics, and principles that guide one's behavior in the workplace, this includes responsibility, integrity, openness, cooperation, and ethical behavior in professional relationships.
4. Discipline: Refers to a person's ability to comply with the rules, norms, or rules that apply in an environment, especially the work environment.
5. Job Achievement: Refers to the results and achievements obtained by an individual in the context of their work.

Non-Physical Work Environment

According to Sedarmayanti (2011) in Wati & Yusuf (2020), the non-physical work environment is all conditions that occur and are related to work relationships, both relationships with superiors and relationships with coworkers, or relationships with subordinates. Whereas according to (Qurbi & Saroyo, 2023) non-physical work environment is the state of the employee's workplace environment in the form of a harmonious work atmosphere where there is a relationship and communication between subordinates and superiors (vertical relationships) or relationships among employees (horizontal relationships) with the existence of harmonious working relationships and communication, employees will feel at home in the workplace so as to increase employee work productivity because the work performed can be carried out properly, efficiently and effectively. Non-Physical Work Environment's indicators according to Siagian (2014) dalam Qurbi & Saroyo (2023) are as follows :

1. Working Relationships with Colleagues : Relationships with coworkers are harmonious and without mutual intrigue among coworkers. One of the factors that can influence employees to stay in one organization is the existence of harmonious and familial relationships.
2. Relationship between Bosses and Employees : The relationship between superiors and subordinates or employees must be maintained properly and must respect each other between superiors and subordinates, with mutual respect it will cause respect between each individual.
3. Cooperation between employees : Cooperation between employees must be maintained properly, because it will affect the work they do. If cooperation between employees can be established, employees can complete their work effectively and efficiently.

Workload

Workload is a set of work that must be completed by employees in carrying out their duties in the company (Malino, 2020). Whereas according to Tarwaka (2011:106) in (Lumunon, Sendow, & Uhing, 2019) states that workload is the average frequency of activities of each job within a

certain period of time. Workload is a condition of the job with its job description that must be completed within a certain time limit. Workload's indicators according to (Wahyuni & Irfani, 2019) are as follows :

1. Amount of Work : Is the number of tasks or responsibilities that must be carried out by a person in their job.
2. Job Target : A target or goal set to be achieved by an employee within a certain period of time.
3. Boredom : Refers to feelings of boredom or lack of challenge that arise when a person feels their work is inadequate or uninteresting, this can occur when a person faces tasks that are monotonous, routine, or lack intellectual or emotional challenge.
4. Overload : Refers to situations where an individual or team faces tasks or responsibilities that exceed their capacity or ability.
5. Job Stress : Refers to a number of factors or elements that affect the level of stress or pressure experienced by an employee in carrying out their duties and responsibilities at work.

Reward

Reward according to (Nurhalifah, Haryana, & Nurminingsih, 2021) is the result of what has been obtained from the work that has been done. Can be given in the form of wages or salaries and even incentives that are usually given by companies for work performance that exceeds standards and exceeds the expected performance targets. Whereas according to (Rantotanio & Sumartik, 2022) reward is something that is given to someone because they have achieved the desired achievement. Reward's indicators according to Sunarto *et al.*, (2017) dalam Wijaya (2021) are as follows :

1. Salary : This is a financial reward given to employees on a regular basis, such as annually, quarterly or weekly.
2. Bonus : An additional or extra gift given to someone as a form of appreciation for achievement or good performance.
3. Incentives: A direct reward paid to an employee for performance that exceeds a set standard.
4. Allowance: An additional benefit or reward given to a person in recognition or appreciation of certain achievements or contributions.
5. Welfare : Is a state or level of well-being experienced by an individual or group as a result of being rewarded or rewarded.
6. Career Development : Is an organizational effort to provide recognition to employees who excel or who are involved in career development activities.
7. Psychological and Social Rewards: A form of recognition and appreciation of one's achievements or contributions, both within the scope of individuals and groups.

METHODS

The type of research used in this study is quantitative research with a causal type explanatory research approach that seeks to examine the influence between variables in a structural model that examines the relationship between two independent variables, one mediating variable and one dependent variable. According to (Teddy & Zuliestiana, 2020) population is used to mention all elements or members of an area that is the target of research or is the whole (universum) of the object of research.

The population in this study were employees of PT Module Intracs Yasatama Cikarang, totaling 90 people. Sample according to Sugiono in (Teddy & Zuliestiana, 2020) is part of the number and characteristics possessed by the population. The sample used in this study was 90 people. Sampling is done with saturated sampling technique where the entire population is used as a research sample, using this type because the population used is less than 100 (Maidarti, Azizah, Wibowo, & Nuswandari, 2022).

RESULTS**Validity Test****Table 3. Outer Loading**

Variable	Indicator	Outer Loading	Validity
NON-PHYSICAL WORK ENVIRONMENT	LK1	0.918	Valid
	LK2	0.941	Valid
	LK3	0.950	Valid
	LK4	0.932	Valid
	LK5	0.943	Valid
	LK6	0.938	Valid
WORKLOAD	B1	0.907	Valid
	B2	0.868	Valid
	B3	0.867	Valid
	B4	0.897	Valid
	B5	0.840	Valid
	B6	0.869	Valid
	B7	0.851	Valid
	B8	0.834	Valid
	B9	0.898	Valid
	B10	0.897	Valid
REWARD	R1	0.704	Valid
	R2	0.454	Invalid
	R3	0.361	Invalid
	R4	0.500	Invalid
	R5	0.623	Valid
	R6	0.305	Invalid
	R7	0.732	Valid
	R8	0.526	Invalid
	R9	0.525	Invalid
	R10	0.680	Valid
	R11	0.683	Valid
	R12	0.469	Invalid
	R13	0.643	Valid
	R14	0.599	Invalid
JOB SATISFACTION	KK1	0.692	Valid
	KK2	0.672	Valid
	KK3	0.738	Valid
	KK4	0.766	Valid
	KK5	0.598	Invalid
	KK6	0.706	Valid
	KK7	0.560	Invalid
	KK8	0.492	Invalid
	KK9	0.636	Valid
	KK10	0.758	Valid

Source: Primary data processed, 2024

Looking at the table above, there are several indicator statements that do not meet the outer loading standard (>0.5), so the statement must be eliminated and retested.

Table 4. Outer Loading (Retested)

Variable	Indicator	Outer Loading	Validity
NON-PHYSICAL WORK ENVIRONMENT	LK1	0.919	Valid
	LK2	0.941	Valid
	LK3	0.950	Valid
	LK4	0.929	Valid
	LK5	0.945	Valid
	LK6	0.939	Valid
WORKLOAD	B1	0.908	Valid
	B2	0.866	Valid
	B3	0.869	Valid
	B4	0.896	Valid
	B5	0.840	Valid
	B6	0.870	Valid
	B7	0.855	Valid
	B8	0.831	Valid
	B9	0.898	Valid
	B10	0.897	Valid
REWARD	R1	0.748	Valid
	R5	0.694	Valid
	R7	0.758	Valid
	R10	0.708	Valid
	R11	0.722	Valid
	R13	0.687	Valid
JOB SATISFACTION	KK1	0.747	Valid
	KK2	0.656	Valid
	KK3	0.726	Valid
	KK4	0.799	Valid
	KK6	0.719	Valid
	KK9	0.668	Valid
	KK10	0.782	Valid

Based on the table above, it shows that the research variable values have an average outer loading factor value above 0.5, thus it can be concluded that the indicators are well accepted and can be used in this research.

Reliability Test

The reliability test relates to whether an instrument consistently provides the same measurement results about something that is measured at different times. If the Cronbach's Alpha and Composite Reliability values $> r$ table, then it is declared reliable.

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Description
NON-PHYSICAL WORK ENVIRONMENT	0.973	0.995	0.977	Reliable
WORKLOAD	0.965	0.972	0.970	Reliable
REWARD	0.816	0.822	0.866	Reliable
JOB SATISFACTION	0.853	0.855	0.888	Reliable

Source: Primary data processed, 2024

Path Coefficient Results

Testing the hypothesis can be seen from the t-statistic value and the probability value. To test the hypothesis using a statistical value, for alpha 5%, the t-statistic value used is 1.96.

Table 6. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
NON-PHYSICAL WORK ENVIRONMENT > JOB SATISFACTION	-0.062	-0.065	0.066	0.934	0.351
WORKLOAD > JOB SATISFACTION	-0.057	-0.057	0.079	0.731	0.465
REWARD > JOB SATISFACTION	0.791	0.787	0.072	10.994	0.000
NON-PHYSICAL WORK ENVIRONMENT > REWARD	0.184	0.181	0.098	1.876	0.061
WORKLOAD > REWARD	-0.317	-0.325	0.114	2.790	0.005
NON-PHYSICAL WORK ENVIRONMENT > REWARD > JOB SATISFACTION	0.146	0.145	0.082	1.775	0.077
WORKLOAD > REWARD > JOB SATISFACTION	-0.251	-0.257	0.096	2.613	0.009

Source: Primary data processed, 2024.

DISCUSSION

The overall value of the hypothesis test results in this study can be interpreted as follows:

1. The effect of Non-Physical Work Environment on Job Satisfaction, produces an original sample value of -0.062 with a statistical T value of 0.934 and P Values of 0.351 or greater than the α value ($0.351 > 0.05$). It can be concluded that H_0 is accepted and H_0 is rejected, meaning that there is no effect of Non-Physical Work Environment on Job Satisfaction.
2. The effect of Workload on Job Satisfaction, produces an original sample value of -0.057 with a statistical T value of 0.731 and P Values of 0.465 or greater than the α value ($0.465 > 0.05$). It can be concluded that H_0 is accepted and H_0 is rejected, meaning that there is no effect of Workload on Job Satisfaction.
3. The effect of Reward on Job Satisfaction, produces an original sample value of 0.791 with a statistical T value of 10.994 and P Values of 0.000 or smaller than the α value ($0.000 < 0.05$). It can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of Reward on Job Satisfaction.
4. The effect of Non-Physical Work Environment on Reward, produces an original sample value of 0.184 with a statistical T value of 1.876 and P Values of 0.061 or greater than the α value ($0.061 > 0.05$). It can be concluded that H_0 is accepted and H_0 is rejected, meaning that there is no effect of Non-Physical Work Environment on Reward.
5. The effect of Workload on Reward, produces an original sample value of -0.317 with a statistical T value of 2.790 and P Values of 0.005 or smaller than the α value ($0.005 < 0.05$). It can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of Workload on Reward.
6. The effect of Non-Physical Work Environment on Job Satisfaction mediated by Reward, produces an original sample value of 0.146 with a statistical T value of 1.775 and P Values of 0.077 or greater than the α value ($0.077 > 0.05$). It can be concluded that H_0 is accepted and H_a is rejected, meaning that there is no effect of Non-Physical Work Environment on Job Satisfaction mediated by Reward.
7. The effect of Workload on Job Satisfaction mediated by Reward, produces an original sample value of -0.251 with a statistical T value of 2.613 and P Values of 0.009 or smaller than the α value ($0.009 < 0.05$). It can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of Workload on Job Satisfaction mediated by Reward.

CONCLUSION

Based on the description and discussion of the research results on The Effect of Non-Physical Work Environment and Workload on Job Satisfaction Mediated by Reward at PT Module Intracs Yasatama Cikarang, the researcher can conclude as follows :

1. Non-Physical Work Environment has no effect on Job Satisfaction at PT Module Intracs Yasatama Cikarang.
2. Workload has no effect on Job Satisfaction at PT Module Intracs Yasatama Cikarang.
3. Reward affects Job Satisfaction at PT Module Intracs Yasatama Cikarang.
4. Non-Physical Work Environment has no effect on Reward at PT Module Intracs Yasatama Cikarang.

5. Workload affects Reward at PT Module Intracs Yasatama Cikarang.
6. Reward as a mediating variable has a role in strengthening the effect of Non-Physical Work Environment on Job Satisfaction although it cannot be said to have a significant effect at PT Module Intracs Yasatama Cikarang.
7. Reward as a mediating variable has a role in strengthening the effect of Workload on Job Satisfaction at PT Module Intracs Yasatama Cikarang.

SUGGESTION

The results of this study can be a reference for the management, that non-physical work environment, workload and also rewards have a significant role in shaping the level of job satisfaction. A conducive work environment, such as team support, good communication, and organizational justice, can increase employee satisfaction. In addition, workload levels that match individual abilities and recognition through a fair reward system can have a positive impact on motivation and job satisfaction. By considering these aspects holistically, organizations can create a supportive work atmosphere, reduce stress, and provide appropriate rewards, thereby promoting increased employee satisfaction and well-being in the work environment.

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